downtown works

Downtown Milwaukee
Streetfront Retail Strategy

Milwaukee BID 21

March 2009

Retail Strategy and Implementation Program

- The Milwaukee BID 21 retained DW to evaluate retail conditions in downtown and create a Retail Strategy and Implementation Program

- The scope includes:
  - BID boundaries
  - Definition and description of important customer markets
  - Development of Merchandise Mix Plan, including appropriate mix of retailers and phasing
  - Commencement of Implementation Program

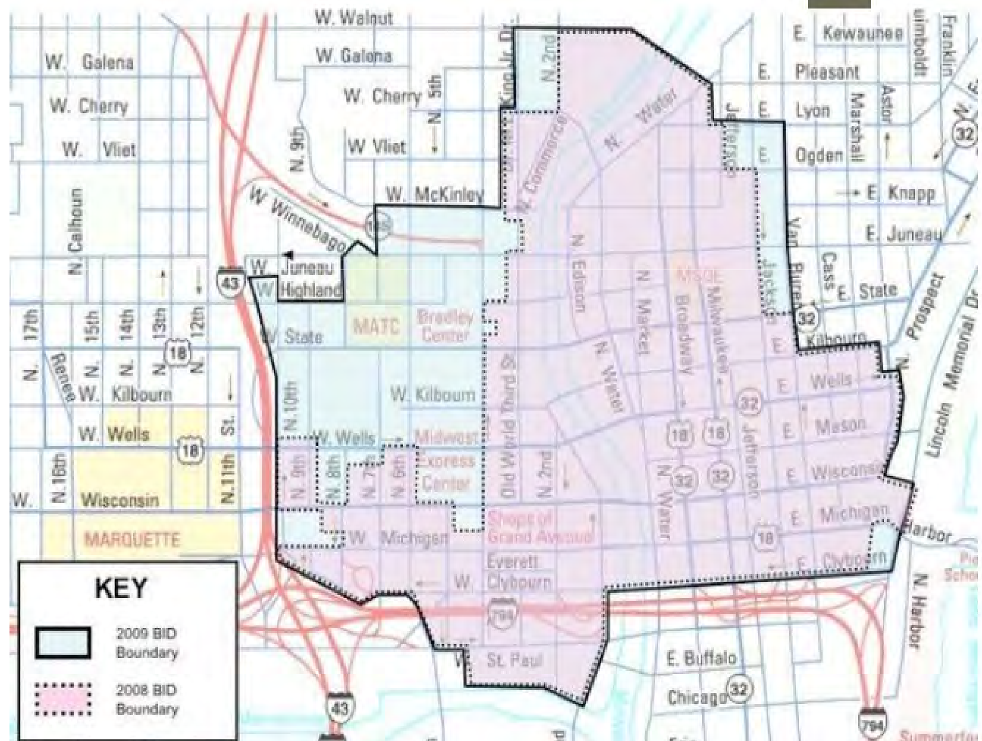

Table of Contents

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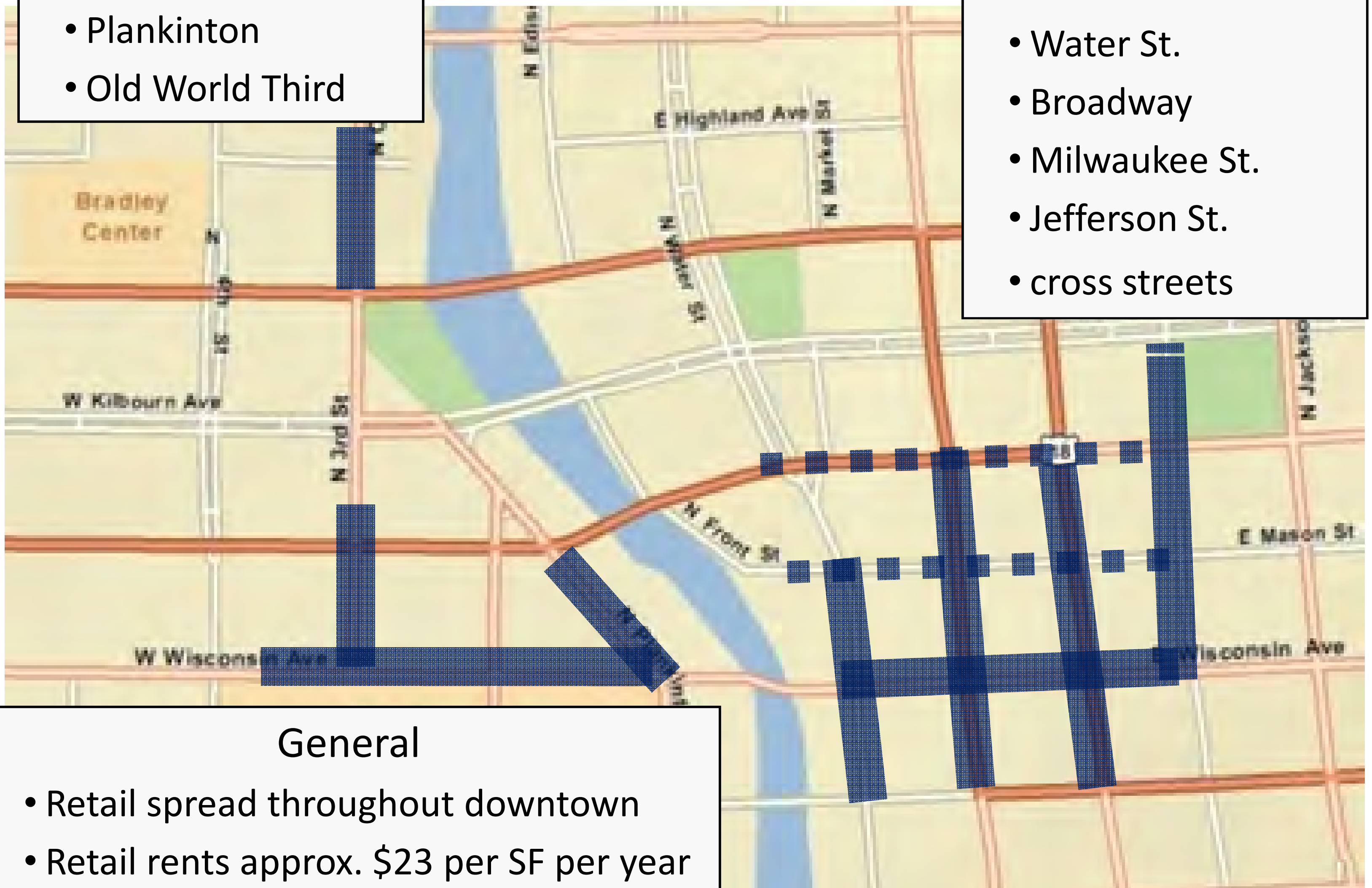
Downtown Snapshot - RETAIL

d o w n t o w n w o r k s

- Wisconsin Ave.
- Plankinton
- Old World Third



- Wisconsin Ave.
- Water St.
- Broadway
- Milwaukee St.
- Jefferson St.
- cross streets

General

- Retail spread throughout downtown
- Retail rents approx. $23 per SF per year
- Third Ward is successful retail district

Downtown Snapshot: *The Third Ward*

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- 130 restaurants and retailers
- Successful, independently-owned, unique retailers with select national chains
- It is all about the TENANT MIX
  - Type, quality, and concentration of stores attracts customers
  - Became retail destinations
- "Trained" suburbanites to visit downtown for retail and restaurant needs
- Shown that retailers do want to be:
  - In an urban setting
  - On the street front
- Proven that customers (including suburban) want to experience:
  - Street-oriented retail environment
  - One-of-a-kind retailers
  - A dynamic urban setting

Downtown Snapshot: Residential & Office

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- Residential development has been strong
  - 2,000 new units downtown 2001-2006
  - 3,700 new units including half-mile beyond core
  - Planned areas/projects: Park East, Pabst Brewery, Historic Third Ward, others
  - 1,682 units planned or under construction in downtown
    - Several projects canceled or put on hold
- Currently 12.5 million SF of office
  - 5.6 million Class A (44 percent)
  - 17.2% vacant
  - Majority in eastern part of downtown(9 of 10 largest private office projects)
  - Largest employers: M&I Bank, Roundy's Supermarkets, We Energies, Northwestern Mutual, AT&T, The Marcus Corporation, US Bank
  - New office planned for Pabst Brewery

Who are the customers?

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Types of Customers

- Each type of customer is important and contributes to total retail dollars spent in downtown
  - Visitors
  - Employees
  - Residents

80-85% of sales support from local customers

Residential Market

- Assessed and determined residential market trade areas
- Utilized country geographies
- Primary and Secondary Trade Areas
- Combined trade areas
  - 1.4 million residents
  - 570,000 households

Employee Market

- 54,000 white collar in downtown (BID)
- 24,000 blue collar in downtown (BID)
- White collar employees are target market - capacity to spend money
- Estimated $134 potential restaurant and retail expenditures per week per employee
- Third Ward employees are potential customer, but less frequent than BID area

Visitor Market

- 1.5 million visitors annually (Greater Milwaukee)
- Not the “make-or-break” retail market
- Out-of-town visitors tend to be convention-based
- Milwaukee’s museums and attractions draw local/regional visitors – Wisconsin, Chicago
- Regional tourists: Chicago, Fox Valley
- Historic Third Ward, popular destination
- 3,300 hotel rooms at 63% occupancy

Residential Trade Areas

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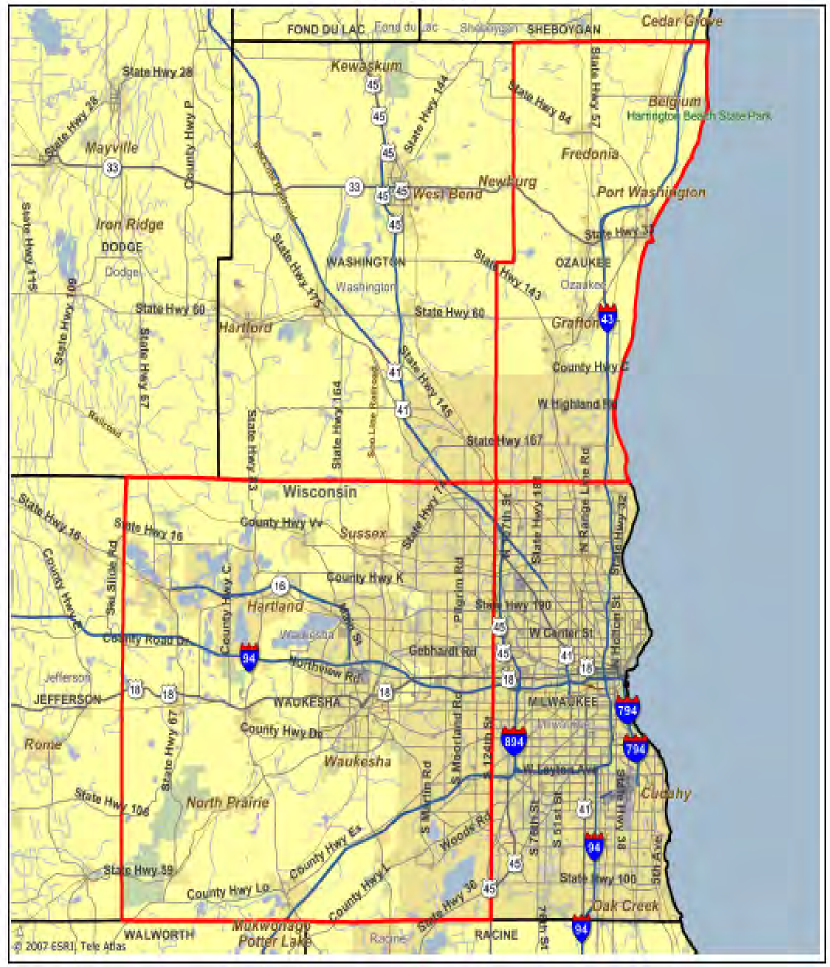
Primary Trade Area (PTA)

Standard Map
Prepared for Downtown Works
December 9, 2008

Secondary Trade Area (STA)

Standard Map
Prepared for Downtown Works
January 5, 2009



Residential Trade Areas

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- Many factors impact trade area (i.e. competitive retail centers, access, demographics)
- Potential and goal to improve downtown retail conditions
- Determined the trade area with sufficient spending potential to support improved retail conditions
- Based upon Merchandise Mix Plan's being in place
- Based on market realities (i.e. propensity to travel or spend)
- Always changing

Primary Trade Area

- Likely frequent customers
- Base of market support
- More dense than STA

Primary Trade Area

	2008	2013
Population	938,490	959,434
Households	386,210	398,105
Household Size	2.43	2.41
Avg HH Income	$62,799	$74,294

Secondary Trade Area

- Less frequent customers, nevertheless important
- Attractive income levels
- Retailers must make the distance worth it

Secondary Trade Area

	2008	2013
Population	476,999	496,523
Households	183,461	193,001
Household Size	2.6	2.6
Avg HH Income	$105,012	$132,174

Residents…Beyond the Numbers

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- The types of person and household lifestyles are as important as demographics
  - Jobs and education level
  - Preferred activities and spending habits
  - Stage of life
- Psychographic “Lifestyle Tapestry” Segmentation
  - Analytic tool, well-respected industry resource
  - Cross-tabulates various statistics including: age, income, race, gender, home-ownership, household size, etc.
  - 65 different segmentation groups
- Refines trade areas into “target market groups”
- Impacts Merchandise Mix Plan

Prosperous Empty Nesters = Williams Sonoma

In Style = Anthropologie

Metro City Edge = Wal-Mart

National chains used solely as examples to convey type of merchandise, DW understands Anthropologie is present in the Third Ward and Wal-Mart is not ideal for downtown

PTA Psychographics: Target Market

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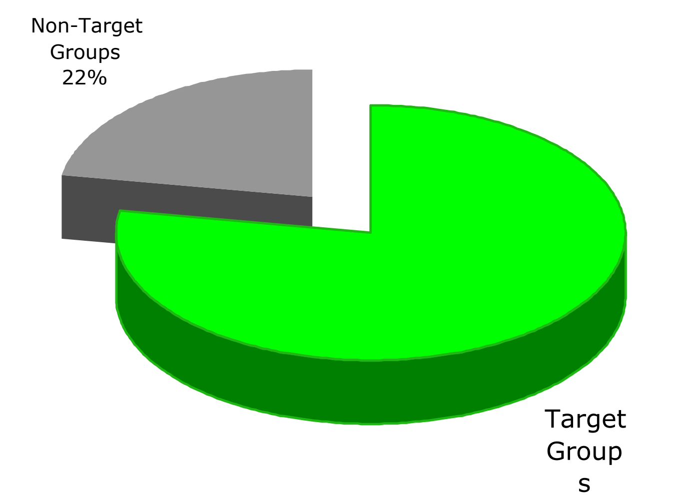
Category	Percent	Households	Population
Great Expectations	8.2%	31,669	76,956
Rustbelt Traditions	7.7%	29,738	72,264
Metro City Edge	7.7%	29,738	72,264
Main Street USA	6.6%	25,490	61,940
City Commons	6.2%	23,945	58,186
Cozy and Comfortable	5.7%	22,014	53,494
Old and Newcomers	5.5%	21,242	51,617
Retirement Communities	4.5%	17,379	42,232
Metro Renters	4.5%	17,379	42,232
Metropolitans	4.5%	17,379	42,232
In Style	2.5%	9,655	23,462
Sophisticated Squires	2.3%	8,883	21,585
Prosperous Empty Nesters	1.8%	6,952	16,893
Midlife Junction	1.7%	6,566	15,954
College Towns	1.6%	6,179	15,016
Aspiring Young Families	0.9%	3,476	8,446
Milk and Cookies	0.9%	3,476	8,446
Young and Restless	0.7%	2,703	6,569
Wealthy Seaboard Suburbs	0.7%	2,703	6,569
Connoisseurs	0.7%	2,703	6,569
Pleasant-ville	0.5%	1,931	4,692
Enterprising Professionals	0.5%	1,931	4,692
Suburban Splendor	0.5%	1,931	4,692
Top Rung	0.4%	1,545	3,754
Up and Coming Families	0.4%	1,545	3,754
Trendsetters	0.2%	772	1,877
Laptops and Lates	0.2%	772	1,877
Urban Chic	0.2%	772	1,877
Total Target Groups	**77.8%**	**300,471**	**730,145**

This is your Target Market in the PTA

Target Market further refined - "most desirable" customers highlighted

Target Customer Psychographic Groups vs. Non-Target, Primary Trade Area



PTA: "Most Desirable" Customers

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- While all residents in the Target Market are potential downtown customers some are "most desirable"
- Can not merchandise to all groups - focus on "most desirable" customers
- Five of the most populated "most desirable" customer groups **total 221,000 people**

1. **Main Street USA**
   - "All-American" suburban households, with two kids
   - White-collar middle management jobs $65,000 range
   - Take pride in and maintain houses themselves
   - Tend to watch spending, but will indulge
2. **Old and Newcomers**
   - Young white-collar couples
   - Unencumbered and flexible lifestyles
   - Enjoy shopping, but do not spend exorbitantly
3. **Metro Renters**
   - As renters, do not have large home expenditures
   - Spend on themselves (i.e clothes, technology products, etc.) ; few children present
4. **Metropolitans**
   - Active urban lifestyle, prefer city living
   - 75% have attended college
5. **In Style**
   - Live in suburbs, but prefer cities
   - Mix of prosperous married couples and singles
   - Computer savvy, health conscious, active
   - Spend money on shopping, travel, entertainment (i.e sports tickets)

All of "most desirable" groups total:
-311,000 people
-128,000 households

PTA and STA Psychographics: Target Market

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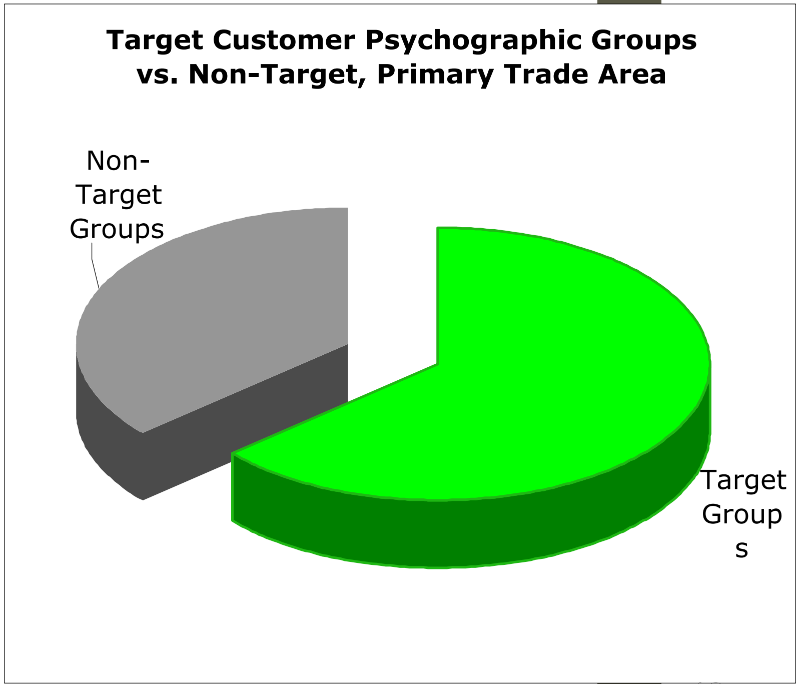
This is your targeted market (Primary and Secondary Trade Area combined)

Category	Percent	Households	Population
Main Street USA	7.5%	42,725	106,162
Sophisticated Squires	6.7%	38,168	94,838
Cozy and Comfortable	5.8%	33,041	82,098
In Style	5.7%	32,471	80,683
Rustbelt Traditions	5.3%	30,193	75,021
Old and Newcomers	4.70%	26,775	66,528
Retirement Communities	3.90%	22,217	55,204
Metro Renters	3.10%	17,660	43,880
Prosperous Empty Nesters	2.50%	14,242	35,387
Metropolitans	2.50%	14,242	35,387
Suburban Splendor	2.40%	13,672	33,972
Aspiring Young Families	1.70%	9,684	24,063
Boomburbs	1.60%	9,115	22,648
Midlife Junction	1.30%	7,406	18,401
Up and Coming Families	1.20%	6,836	16,986
College Towns	1.10%	6,266	15,570
Young and Restlesss	1.10%	6,266	15,570
Connoisseurs	1.00%	5,697	14,155
Enterprising Professionals	0.90%	5,127	12,739
Milk and Cookies	0.60%	3,418	8,493
Wealthy Seaboard Suburbs	0.50%	2,848	7,077
Urban Chic	0.50%	2,848	7,077
Top Rung	0.50%	2,848	7,077
Family Foundations	0.40%	2,279	5,662
Pleasant-ville	0.40%	2,279	5,662
Trendsetters	0.20%	1,139	2,831
Midland Crowd	0.20%	1,139	2,831
Laptops and Lattes	0.10%	570	1,415
Silver and Gold	0.10%	570	1,415
Sun Seekers	0.10%	570	1,415
Total Target Groups	**63.60%**	**362,311**	**900,251**

Target Market further refined - highlighted "most desirable"



PTA and STA: "Most Desirable" Customers

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- Some potential downtown customers are "most desirable"
- Several categories described in Primary Market slide
- Five of the most populated "most desirable" customer groups **total 392,000 people**

1. **Main Street USA**
   - *Described above*
2. **Sophisticated Squires**
   - Well-educated, median income of $80k
   - Like culinary equipment (i.e. Williams Sonoma)
   - Active families (visit museums, zoos, etc.)
3. **In Style**
   - *Described above*
4. **Old and Newcomers**
   - *Described above*
5. **Metro Renters**
   - *Described above*

All of the "most desirable" groups total:
-630,000 people
-254,000 households

Supportable SF of Retail

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- Assessed total expenditure potential by different customer groups
  - Residents (by households): Downtown and Trade Areas
  - Employees
  - Visitors
- Estimated the percentage of total expenditures downtown can capture
  - $607 million annually across all customer categories
- Translated expenditures to supportable SF utilizing estimated sales per SF
- Estimated support for 1.5 million SF of retail downtown
- 1.1 million SF of street-front retail currently exists, leaving 400,000 SF of supportable space
- Does not mean support for BUILDING 400,000 SF of retail
  - Existing vacant space that should be filled first 148,000 SF
  - Existing non-retail space that should be retail (conversion) 229,000 SF
- BEFORE building more space, consider:
  - Existing retail space in Third Ward (not part of 1.1 million SF existing)
  - Does not include interior spaces (Grand Avenue, other projects)

What does this all mean?

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- Market support exists to recruit retailers to downtown Milwaukee
- The Target Market consists of households and employees that will be attractive to retailers
  - Educated and active
  - Disposable income
  - Desire to spend and dine out
- Recruit retail to fill EXISTING SPACE
- Create momentum and catalysts by tenanting existing space in focused areas and promoting multi-use projects in infill locations
- Increasing downtown residents will be an important *growing* market
  - Empty Nesters
  - Young Urban Professionals
- White-collar workforce will contribute, especially to food and beverage

APPROPRIATE MERCHANDISE MIX MUST BE IN PLACE TO CAPITALIZE ON MARKET POTENTIAL

Existing Mix - Qualitative Analysis

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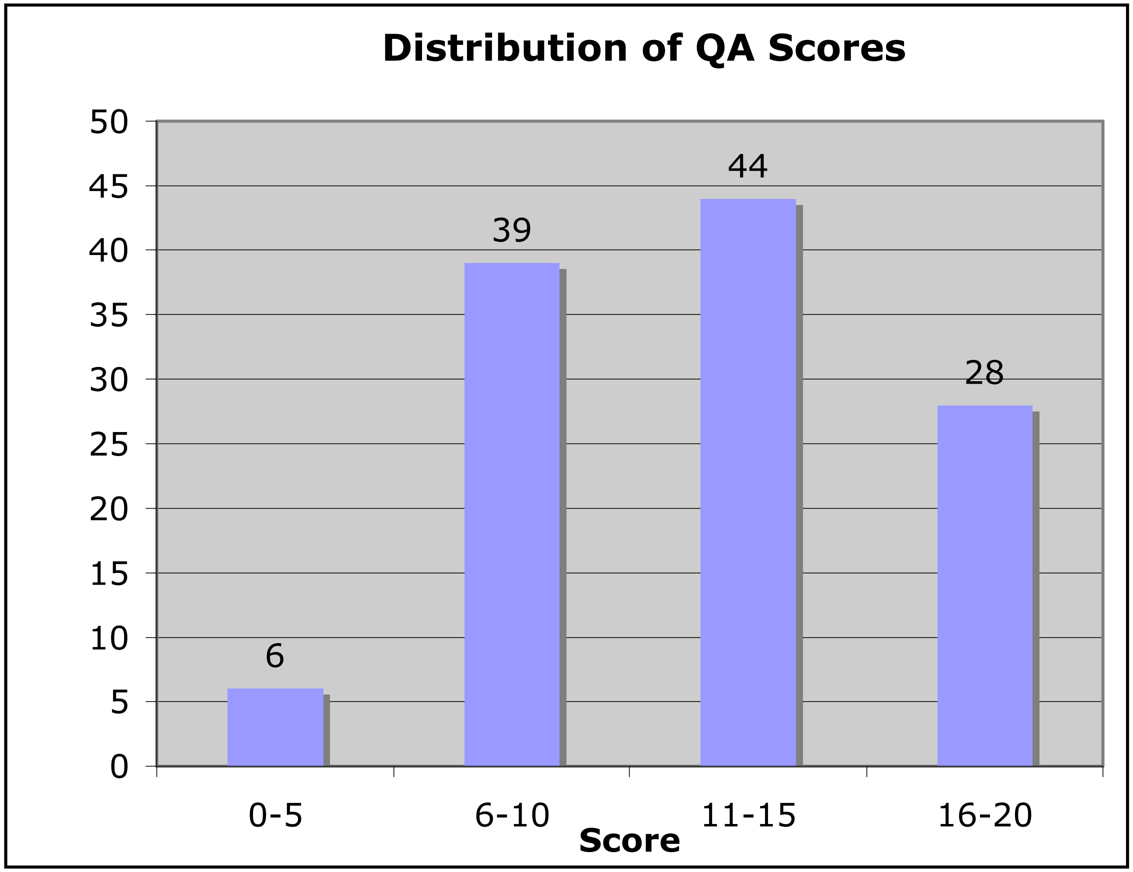
- Provides strengths and weaknesses of current retail mix
- Tool for Retail Recruiter
- 210 properties
- 74% (155) were evaluated as restaurants, retailers, consumer services
  - Maintenance, Façade, Signage, Display, Interior
- High score =20
- Low score = 5
- Approx 36 vacancies, 17%

- 5 properties scored a 5
- 5 properties scored a 20 (restaurants)
- 3 of 19 high score properties (17+) were retailers
- 45 spaces are candidates for recapture, 10 or below



Existing Mix - Retail Sampling

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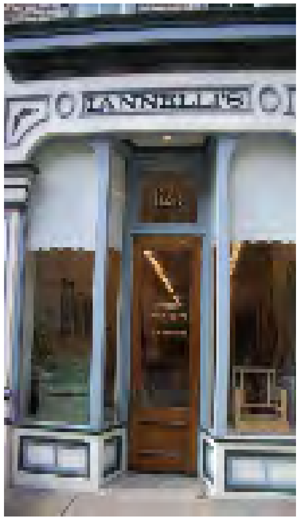
Challenged retail storefronts

Good retail storefronts



Existing Mix - Qualitative Analysis

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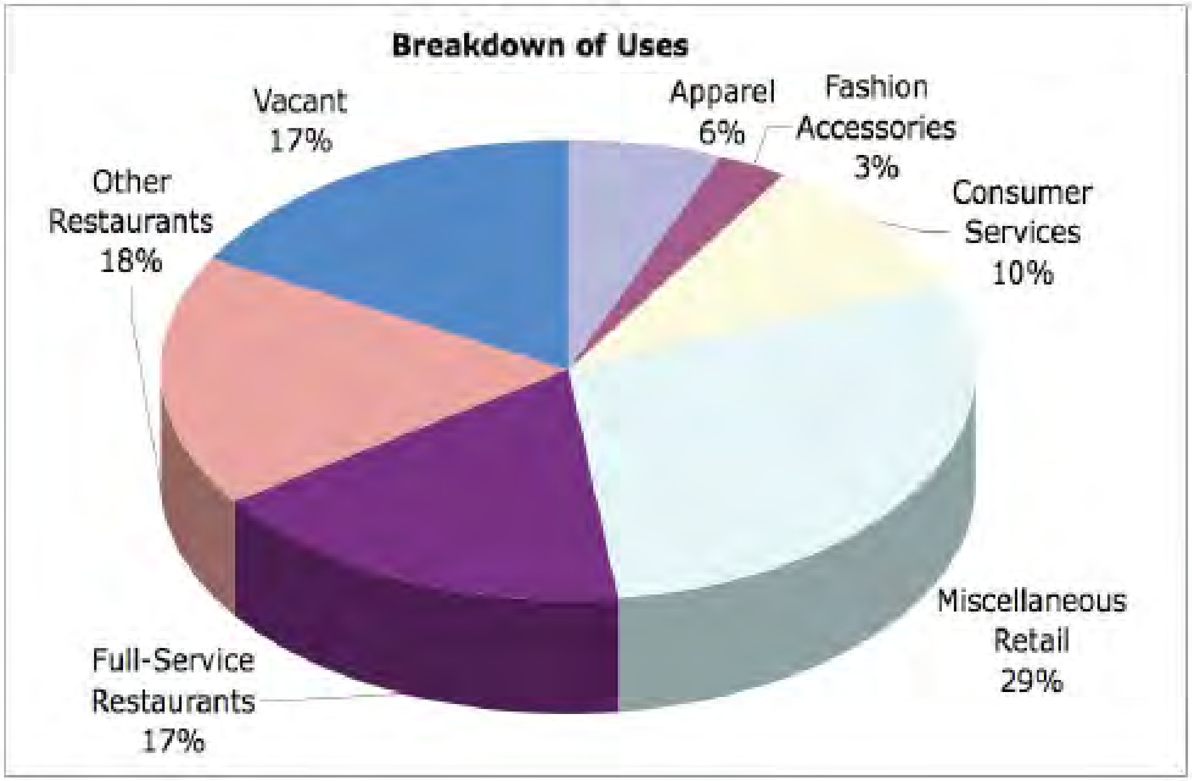
- 35% of mix comprised of restaurants
  - Full-service restaurant are well represented
  - There is enough fast food/quick service on primary retail streets
- Apparel and fashion accessories needs to grow, only 9%
- Vacancy rate is high



Stakeholder Interviews: Common Threads

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- *Interviewed over 25 stakeholders (retailers, residents, workers, city officials)*
- *Comments are thoughts and ideas of interviewees*
- **Lack of retail, especially east of river (place to start) and especially apparel, home furnishings**
- **There needs to be defined retail district in downtown (marketable identity)**
- **Lack of connections (Third Ward to Downtown) - around downtown**
- **Business community and government need to invest in downtown**
- Heavily recruit more offices and headquarters, retail impacts quality of life factors
- Grand Avenue is a challenge, turn inside out (Bay Shore), location for big-box, do not be like mall
- Sense of optimism rooted in residential growth and emergence of Third Ward
- Employees are important part of existing downtown sales
- Best retail streets:
  - Milwaukee between Mason and Wisconsin, but lacks retail more restaurant and entertainment
  - Brady Street and Third Ward
- Important for retailers to be downtown because variety of customers (i.e visitors) and accessible (only 30 minutes from anywhere in market)
- Rivalry between East and West side, need more retailers on East side
- Upscale stores do not want to be on Wisconsin now
- Fill gaps, such as parking lots (Mason, Wells)
- Better retail would be catalyst for live theater performances
- Downtown Milwaukee very unknown, put cool local marketing firms on this task

Stakeholder Interviews

downtown works

- Target will save downtown
  - Many already in the market, 13 stores in market
- Need stores that pay downtown rents (i.e. Anthropologie and Urban Outfitters)
  - *Fast food tenants pay the highest rents: raises rental rate average for downtown*
- Create urban entertainment such as ESPN Zone and cinema
  - *Need uses as active or more during the day*
  - *Entertainment use geared toward evening, do not help retail*
- Parking is a problem
  - *Often perception, not a reality*
  - *People willing to pay for good retail mix*
- Park East will compete with downtown for tenants
  - *Park East not in the core*
- Transit hubs are good places for retail and restaurants
  - *For convenience and impulse purchases*
- Retail will benefit from convention business
  - *Really benefits restaurant and hospitality business*

Challenges for Retail Revitalization

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- Need for storefront renovations
- Monolithic office architecture at pedestrian scale
- Too many surface parking lots and garages on potentially major retail streets
- Multiple ownership of retail spaces
- Storefront and signage design
- Many gaps - lack of contiguous retail
- Retail streets interrupted by large non-retail uses (Old World Third)
- Enticing people to reopen and renovate old theaters
- Lack of double-sided retail both sides of street (Water Street and Jefferson at Cathedral Sq.)
- Wisconsin is not pedestrian friendly - (i.e. width of East and number of buses East and West)
- Some Milwaukee residents are too humble about their city (Milwaukee is great!)

BEFORE

AFTER

Strengths for Retail Revitalization

- Good existing building stock
- Active cultural and arts scene
- Milwaukee Bucks play downtown
- White-collar employee base
- Sufficient residential target market
- Active and supportive BID 21, plays major role, promote downtown
- Grand Avenue, the largest retail component in the study area, has professional leasing staff
- Proven success in Historic Third Ward
- Successful restaurants
- Existing successful stores in downtown
- Public Market on Broadway close to downtown
- Milwaukee residents are proud of city
- Beautiful city; River is an asset to be leveraged

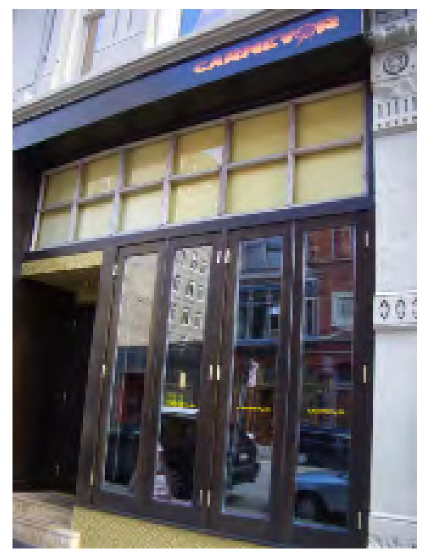

Table of Contents

d o w n t o w n
w o r k s

Principles for Merchandise Mix Plan

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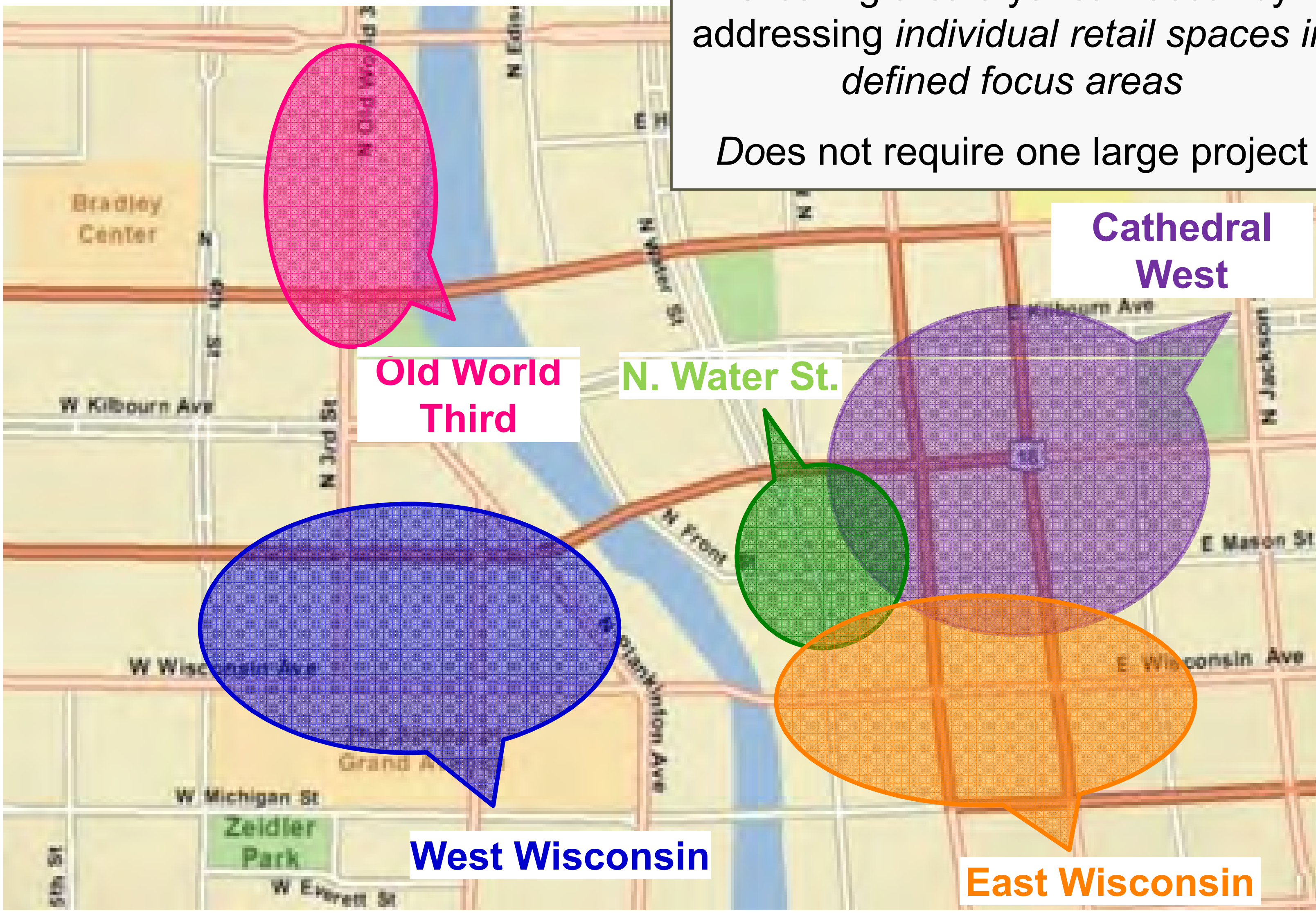
- Downtown is where a city innovates
- Cultural institutions and diversity are anchored in downtowns
- Historically the city's retail scene was anchored in downtown
- Downtowns are reviving from decline in 1970's and 1980's
- Street-oriented retail is the focus
  - Inherent nature of cities and towns
  - Visible and accessible
  - Proven as successful/optimal format for urban retailing
  - Desire of "creative class" and your target market
- Can not program each space for a potential use
  - Downtowns do not have single ownership like a mall
  - Each property is unique: design, fixtures (i.e kitchens) , lease terms, size etc.
  - DW addresses during Implementation with Retail Recruiter

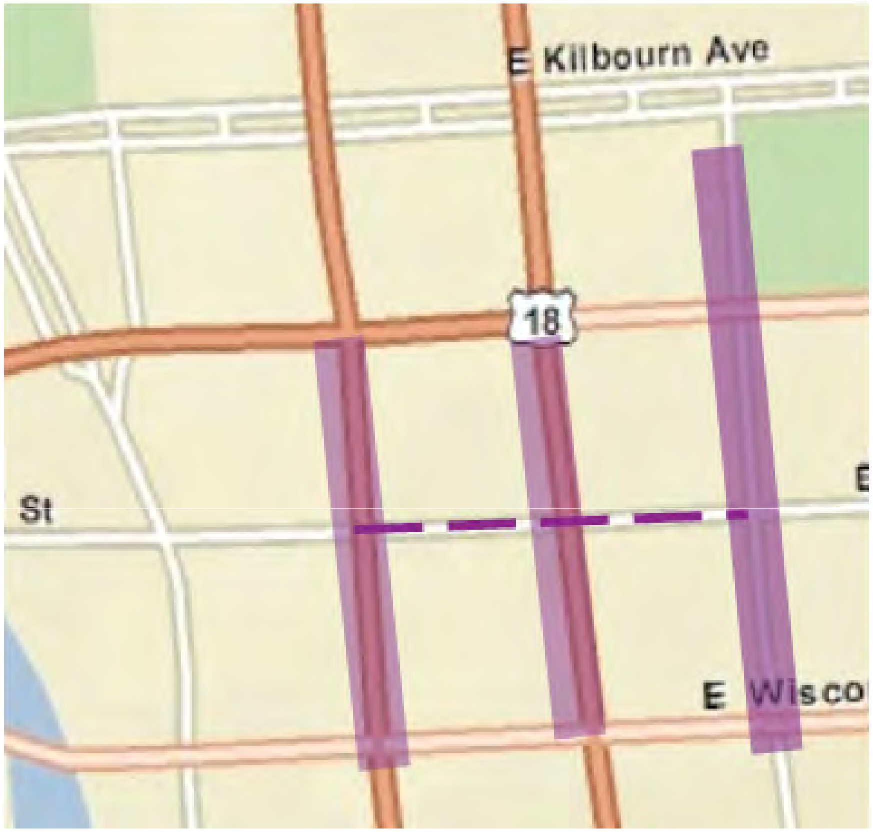
Merchandise Mix Plan: Focus Areas

Creating a catalyst can occur by addressing *individual retail spaces in defined focus areas*

Does not require one large project



Merchandise Mix Plan: Cathedral West



- Jefferson Street
- Milwaukee Street
- Broadway Street
- Mason Street (cross street)

Why here?

- Healthy mix of downtown's better restaurants
- Prospects could move in TODAY
- Several hotels present (Pfister and Metro)
- Part of Central Business District
- Proximity to lake area residents
- Accessible to visitors

Merchandise Mix Plan: Cathedral West

d o w n t o w n
w o r k s

Jefferson St. - Kilbourn to Wisconsin

- Existing retailers and restaurants
  - Apparel, home boutiques(George Watt)
  - Excellent dining (Elsa's, Mason St. Grill)

Milwaukee St. - Mason to Wisconsin

- Great collection of restaurants
- Some interesting retail (Vespa Store and Planet Bead Gallery)
- Could use more retail

Broadway St. - Wells to Wisconsin

- Big connection to Historic Third Ward
- Need to make great

Recruitment Targets

- Men's and Women's Apparel
  - Casual
  - Career
- Jewelry (fashion)
- Shoes
- Fashion accessories
- Home furnishings
- Gifts
- Art Galleries
- Enough restaurants (not high priority)

Merchandise Mix Plan: East Wisconsin

- East Wisconsin
- Water Street
- Broadway

Why here?

- Wisconsin has been the traditional retail street
- The spine of downtown Milwaukee
- Density of office buildings

East Wisconsin Ave. (looking West)

Merchandise Mix Plan: East Wisconsin

East Wisconsin - Water to Jefferson

- Properties need renovation and improvement
- Focus on corner locations
- Recapture space

Water - Wisconsin to Michigan

- Original buildings with good potential storefronts (east side)
- Really strengthen this block
- Parking garage is *real* challenge (west side)

Broadway - Wisconsin to Michigan

- Infill development is potential long-term
- Ultimately, need contiguous connections
- INTEGRAL ARTERY
- Downtown & Historic Third Ward will benefit

Merchandise Mix

- *Larger format spaces*
- Continue Apparel and include sports and active wear
- Furniture
- Design showrooms (floorings, fixtures)
- Continue galleries
- Appliance (i.e Viking, Bosch)
- Prepared foods/urban market

Merchandise Mix Plan: North Water St.

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- Water Street - Wells to Wisconsin

Why here?

- Cater to office market and theater visitors
- Many office buildings
- Storefronts not ideal for retail
- Retail that can relate to office uses

Merchandise Mix

- Card/gift shop
- Florist
- Office Supplies
- Art Supplies
- Cafes
- Casual Dining
- Other services uses (not on corners)

Merchandise Mix Plan: West Wisconsin

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- West Wisconsin
- Plankinton
- Wells
- Old World Third

Why here?

- Has been traditional retail spine
- Convention Center
- Successful well-known restaurants (Capital Grill)

Merchandise Mix Plan: West Wisconsin

West Wisconsin - River to 4th

- *If* big-box were to locate downtown it should be here - on the street
- Great pedestrian scale
- Opportunity to re-use old theater

Plankinton - Wisconsin to Wells

- Relates well to River
- Good location for restaurants, take advantage of waterfront

Old World Third

- Part of Focus Area
- Should house overflow from Wisconsin and Plankinton

Merchandise Mix

- Nordstrom's Rack (example)
  - Example big-box
  - Opening 10 stores 2009
  - Typically only do 1 store per market
  - Would attract other stores
- Sporting goods and equipment
- Sports and active wear
- Casual apparel
- Existing Walgreens, Office Max, Borders, Boston Store, TJ Maxx good street front uses

Merchandise Mix Plan: Old World Third

downtown works

- Old World Third

Merchandise Mix

- Build on existing culture and identify
- Revisit for community-oriented retail as area is developed

Why here?

- Established with defined identity
- Organically grown and successful
- Ethnic unique food
- Doing okay as is
- Lacks connection to downtown
- Retail and restaurants will grow as Park East is developed

What not to recruit

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- Fortunately, Downtown Milwaukee is not overpopulated with:
  - Nail salons
  - Fast food
  - Convenience stores (i.e., 7-Eleven)
  - Electronics
- Fast food appropriate for market, BUT not in ideal retail locations
- Amount of full service restaurants is sufficient
  - Typically start recruitment in this category, but already have…
  - Active substantial full-service restaurant scene
- Diversity of retail uses is underwhelming
- You can recruit almost anything for downtown
- Will not proactively target:
  - Full-service restaurants (already good base in place)
  - Drugstores
  - Convenience stores
  - Banks
  - Chain stores found in the suburbs

What not to incentivize

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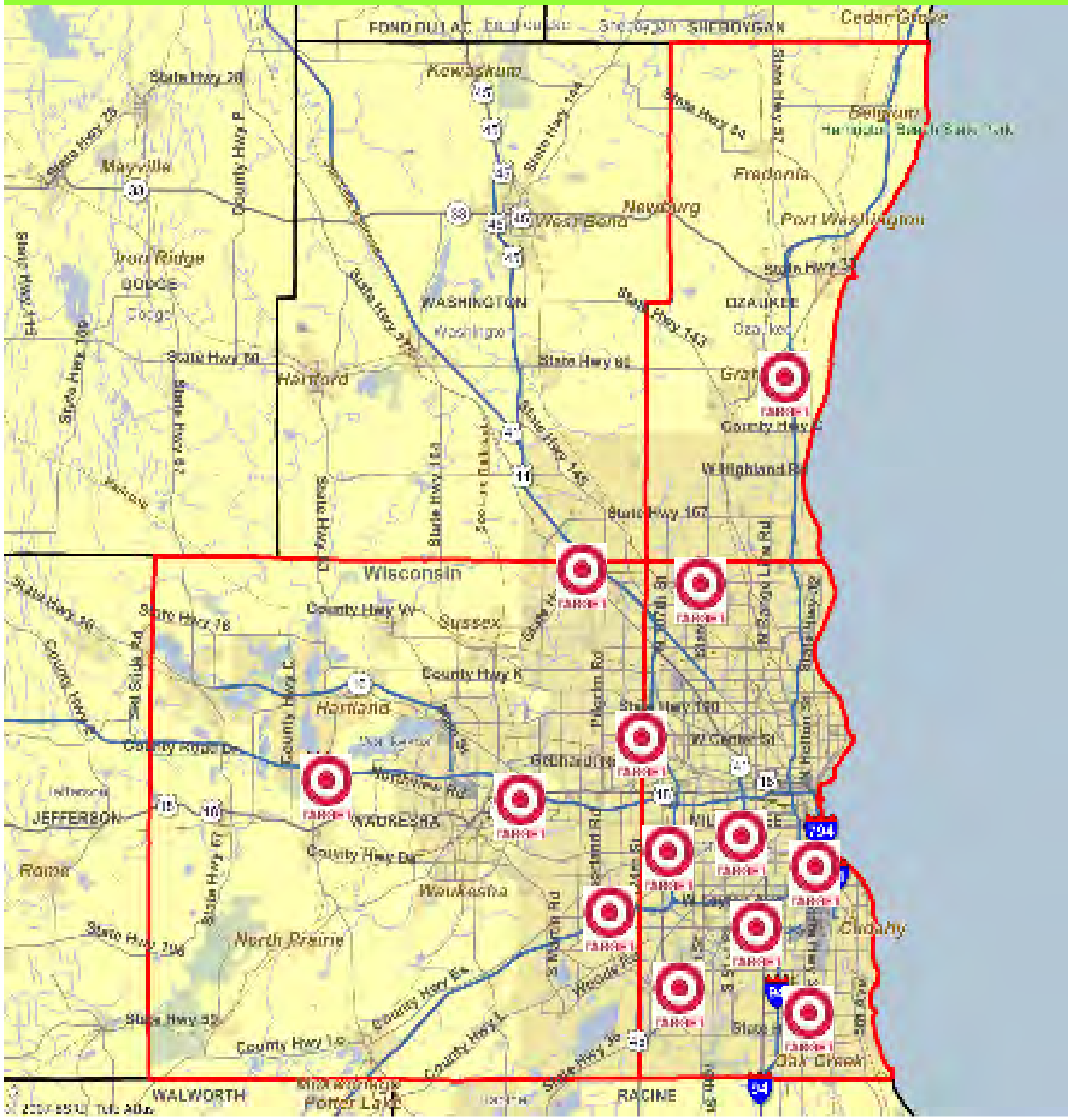

Big-boxes
frequently found
in the market

13 Targets

What not to incentivize

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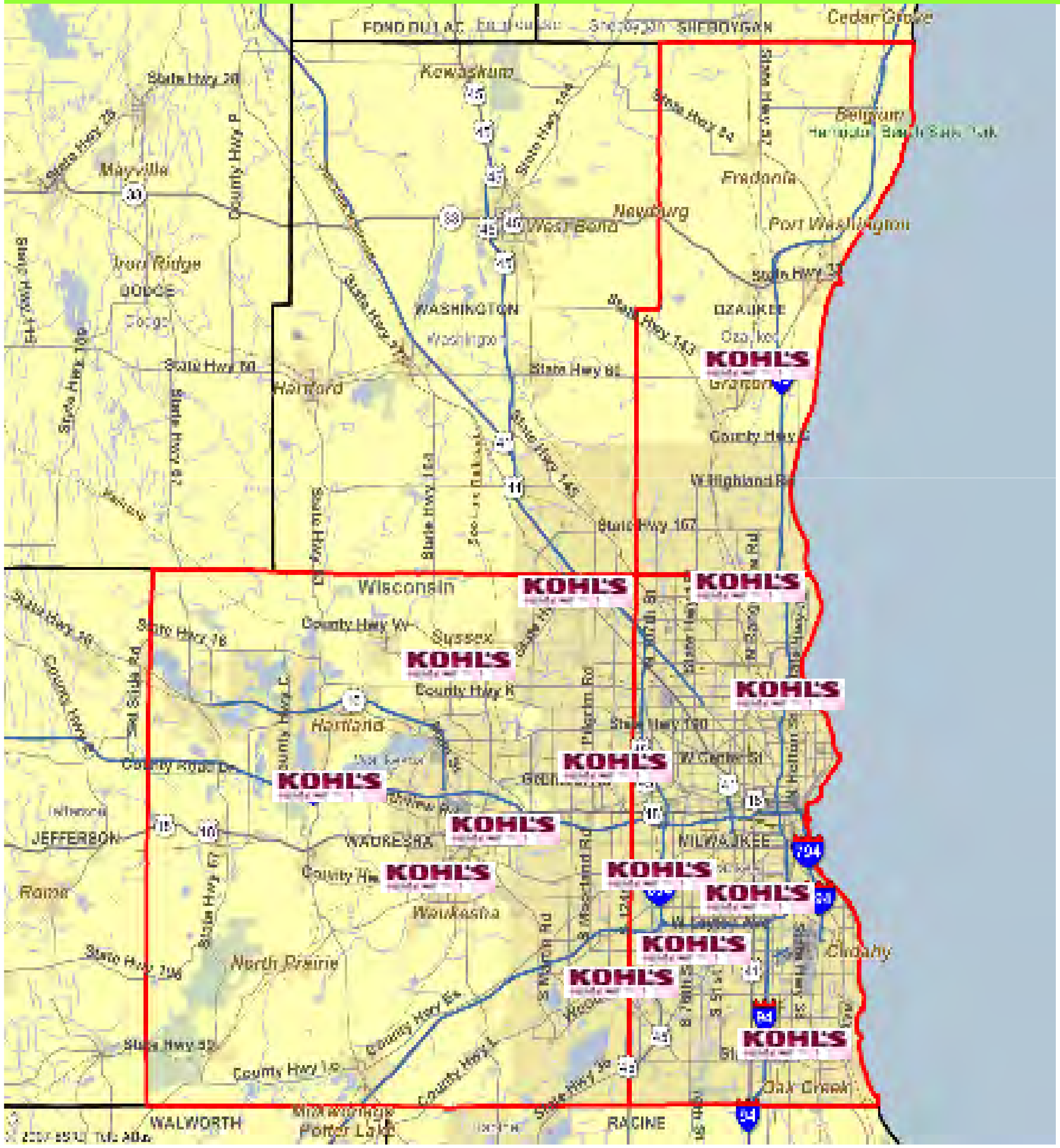


Big-boxes
frequently found
in the market

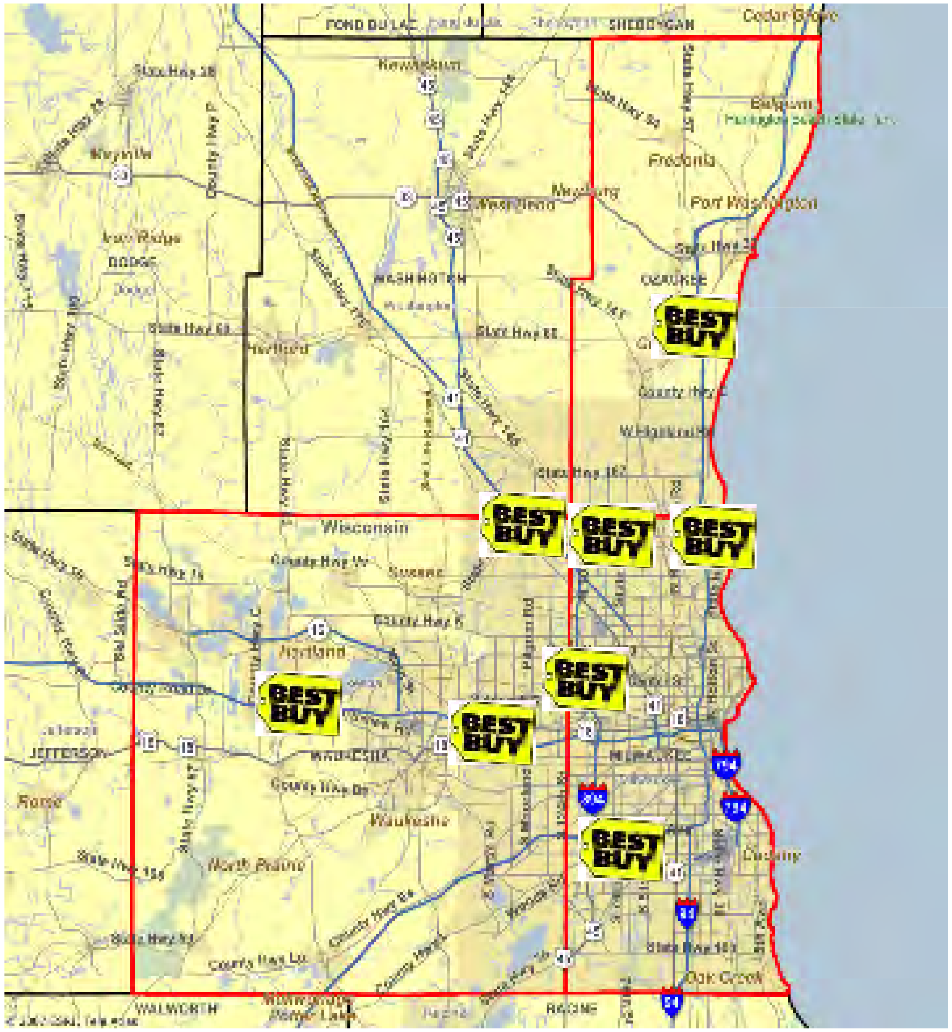
14 Kohls

What not to incentivize

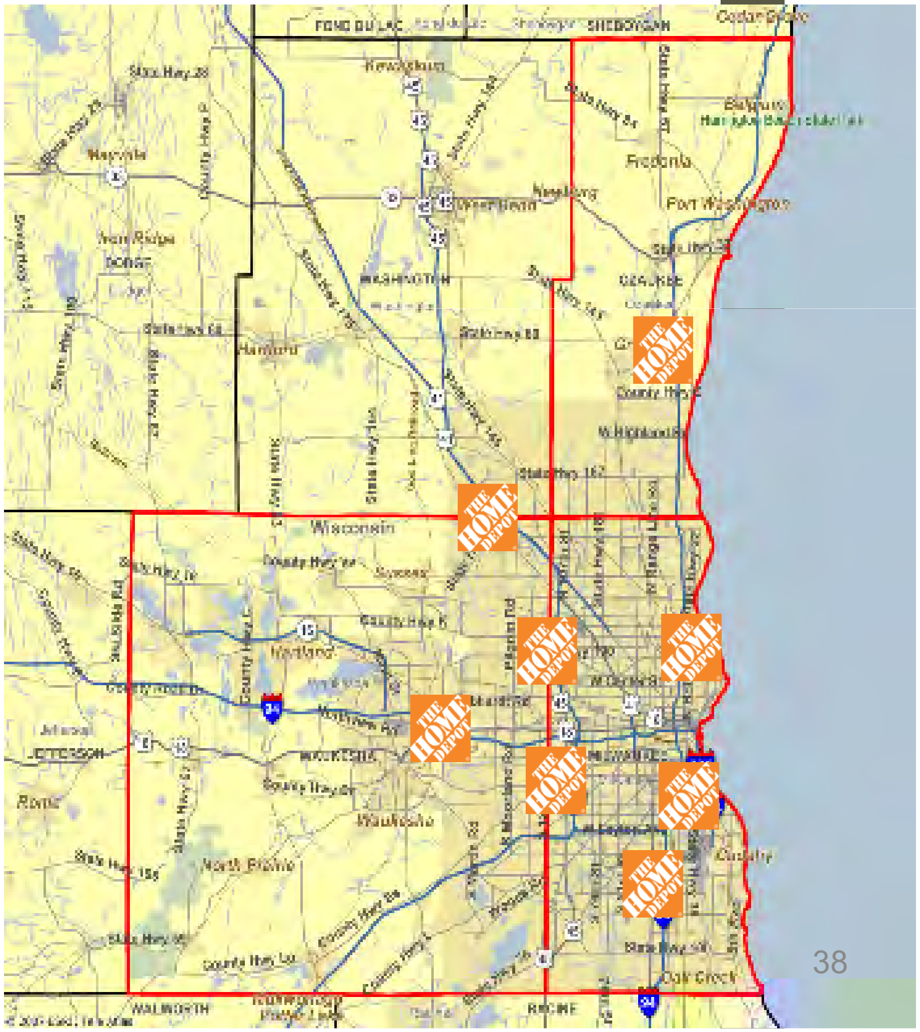
d o w n t o w n
w o r k s

Big-boxes *frequently* found in the market

8 Best Buy



8 Home Depots



Location Factors

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- Stores should be contiguous - - literally side-by-side
- Concentrated retail clusters create anchors and destinations
- Primary Retail Streets
  - Where retail concentration occurs
  - Customer can immediately understand – *SHOP HERE!*
  - Retailers selling goods (i.e. clothes, furniture, gifts)
  - Full-service restaurants (open lunch and dinner)
  - Should not be interrupted by non-retail uses (banks, offices, blank walls, parking decks)

- Secondary (side) Retail Streets
  - Consumer services (dry cleaning, tailor, shoe repair, salons)
  - Quick service food
  - Office or residential lobbies in mixed-use buildings with retail
- Will identify best opportunities once Implementation has commenced

Design Factors

- Corners are very important
  - The provide the first impression of the street, setting the tone
  - Have good window displays, attractive storefronts
  - Should be built out to the side walk (right-of-way), or notched
- No arcades, plazas, or special features built into potential storefront area
  - Quality merchandise display and good storefront design should stand alone
- Unique, distinctive storefronts
  - Differentiated from adjacent storefronts and other uses above
- Avoid generic storefront designs, which are often by-product of storefront systems
  - New construction and mixed-use buildings are at high risk

Design Factors

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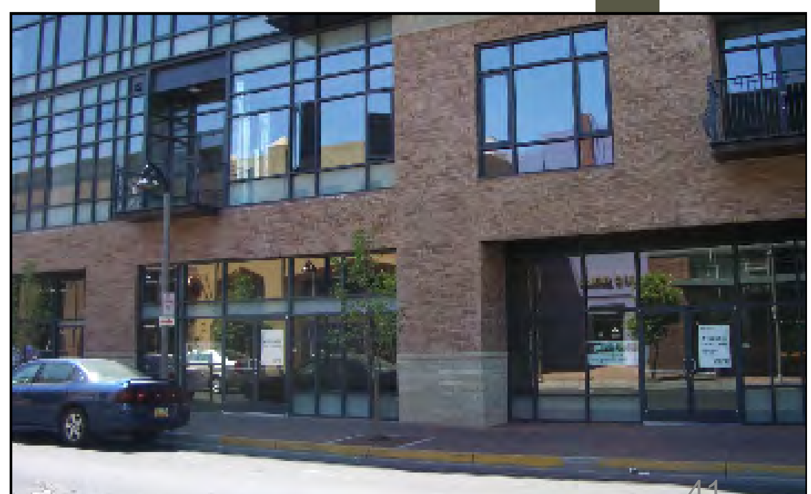
Generic Storefront Systems to Avoid



Design Factors

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Sample Unique, Distinct Storefronts

Retail Recruitment Targets

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- Downtown retailing and dining should be as varied as the people operating there
  - Be as different from suburbs as possible
  - Thrive on diversity and innovation
  - Ubiquitous chains are antithetical
- Merchandise can be chic (Zara or H&M) or classic (Brooks Brothers)
  - Both types are great for Downtown
  - Unique selection of local, regional, and national (hand-picked) stores
- Quality will always be important (does not mean expensive)
  - Hard to quantify or formalize
  - Taste, creativity, design, merchandising intuition
  - Qualified retail recruiter is critical in generating appropriate prospects

Retail Recruitment Targets

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Great signage

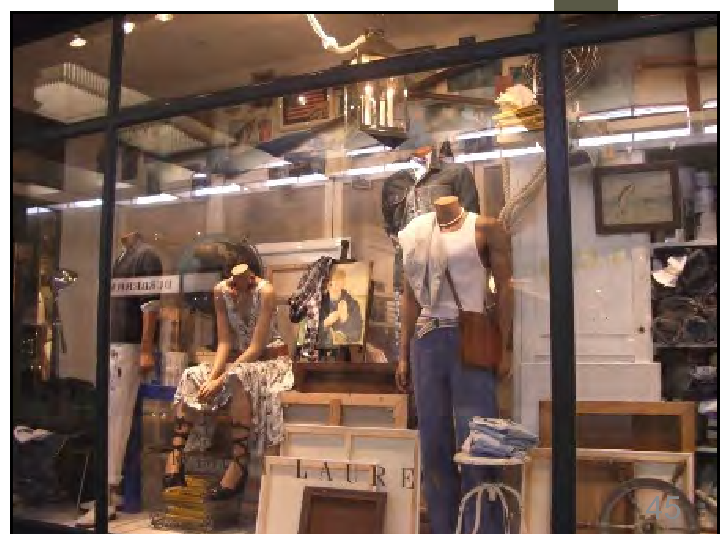
What makes a great retailer?

- Succinct, colorful, attractive graphics, styled to fit character of storefront
- Should not state too much information (i.e. hours, website, number, name, merchandise, etc.)
- Succinct and not repetitive (name should be in 1 or 2 places at most

Retail Recruitment Targets

Engaging window displays

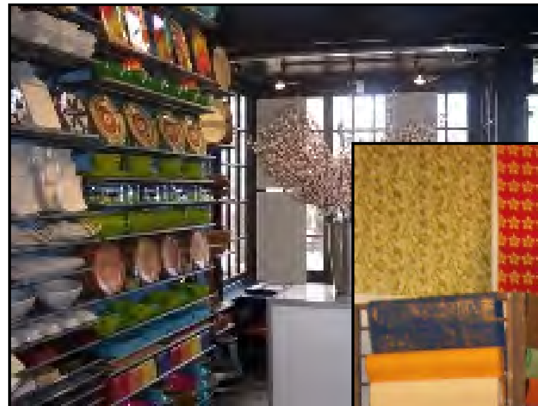
- Should change every 2 or 3 weeks (great retailers change more frequently)
- Reflect merchandise sold



Retail Recruitment Targets

Proper interior merchandising

- Coordinated and organized (color, style, type)
- Inventory levels, neither cluttered nor sparse
- Merchandise selection, cohesive, but varied



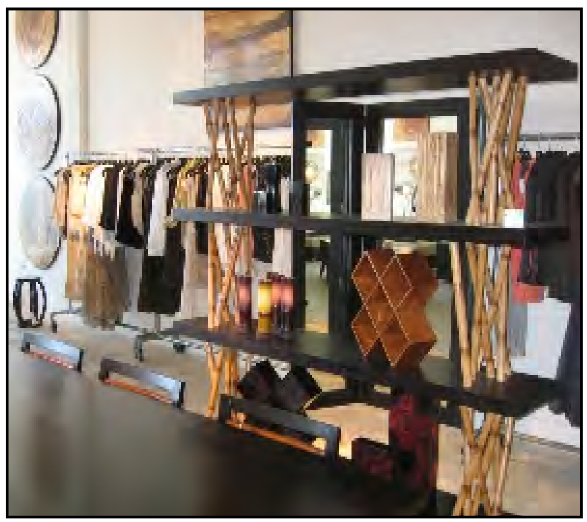


Table of Contents

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Retail Recruiter

- Central component of the Implementation Program
  - Completed comprehensive hiring process
  - Milwaukee BID 21 Employee
  - Deanna Inniss, Feb. 2009 start
- Non-commissioned-based salary
- Brings viable prospects to landlords or real estate representatives - Match Maker
- Represents all properties in BID
- Ensures that great prospects are not lost
- Work with relevant agencies to facilitate store opening

Phase I:
- Train the Recruiter (Retail 101)
- Introduce Recruiter to landlords, brokers, retailers
- Commence property/tenant information database
- Guide development of marketing piece (DW and Recruiter)

Phase II:
- Train the Recruiter (on-the-job)
- Participate in training with DW's other Recruiters
- Prospect in Milwaukee & evaluate targets (DW & Recruiter)
- Develop Salesforce database for recruitment targets

Phase III:
- Follow-up with prospects (visits, information, tours, etc.)
- Gradually expand prospecting base as appropriate (i.e. Madison, Green Bay, Kenosha, Evanston, Chicago, Minneapolis)
- Tackle challenges

Recruitment Timeline

- Retail recruitment is a long-term effort
- Do not expect deals in first 6-12 months
- EXAMPLE: Austin, TX began July 2005, now seeing major changes
  - 700 leads, 77% from Recruiter cold-calling
  - 289 “qualified” leads
  - 20 signed deals (7% of qualified leads)
- No other way to get the retailers you need
- Current economic conditions
  - May influence prospective tenant reactions
  - Not permanent
  - Downtowns will come out stronger

Implementation and Recruitment Steps

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- Commenced Retail Recruiter training in Washington, DC
- Meet with key stakeholders and introduce Retail Recruiter
  - Landlords
  - Retailers
  - City officials
  - Other stakeholders
- Begin developing Retail Recruitment Marketing Piece
  - Graphic
  - Succinct
  - Eye-catching
- Explore incentives and grants for prospective retailers
  - Façade grants/storefront design guidelines
  - Forgivable loan program
- **Prospect, Prospect, Prospect**

Summary of Retail Catalysts

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- Recruit retail consistent with Merchandise Mix Plan
  - Each deal should leverage next one
- Improve connections to Historic Third Ward (especially Broadway and Water)
- Infill gaps with mixed-use developments only
- Narrow East Wisconsin to make more pedestrian friendly
- Reduce buses on East and West Wisconsin
- Renovate and reopen Grand Theater
  - Arts screen could serve as great anchor
- Prohibit, through zoning ,non-retail uses at ground level and sky bridges
  - Negative impact on retail
  - Des Moines and Minneapolis (sky bridges hindered retail success)
- Create retail design guidelines authored by retail architect/designer